

# Emotional intelligence in the professional life of a security manager

Aleksander Sapiński<sup>A</sup>; Stanisław Ciupka<sup>B</sup>; Ryszard Tomanik<sup>C</sup>

Received: February 17, 2020 | Revised: February 29, 2020 | Accepted: February 29, 2020

DOI: 10.33445/sds.2020.10.1.9

## Abstract

The aim of this paper is to present considerations related to the meaning and role of emotional intelligence in the professional work of a security manager. The very issue of emotional intelligence is richly described in the literature on the subject, therefore the authors decided to use for the preparation of this study the methods of analysis of source materials and the methods of observation and development of own experiences resulting from many years of professional life practice. The meaning and essence of the article describes not the very definition of a security manager but the influence of emotional intelligence on his or her professional work, especially in the conditions of mixing influence of many cultures. Responsiveness is a sendoff of a matter that is supported by a person's emotional intelligence, referred to in the article as a "driver". In the article, the functional triangle of emotional intelligence which consists of a protective, creative and motivating function and is presented on the basis of Goleman's work. The article is summarized in a form of a practical message that can be used for further research.

**Keywords:** security manager, emotional intelligence, culture, professional work.

## Introduction

The topic of emotional intelligence, still arouses many emotions among psychologists. Some of them believe that it is "created from nothing" [1]. You might even have the impression that this is one of the many scientific theories that were developed for the creation itself. The term emotional intelligence itself is defined as a personal skill specific to a person, not a machine, which consists in understanding one's own emotions, the causes of those emotions and recognizing other people's emotions and, as in the case of one's own, also analysing the cause of changes in other people's emotional states [2]. By forming a course of thinking in accordance with the above mentioned definition, it can be concluded that emotional intelligence is a "controller" that enables a person to assimilate more easily the cultural patterns prevailing within a given

civilization. I propose to pay attention to the definition of emotional intelligence, which they proposed on the basis of psychology P. Salovey and J. D. Mayer: "(...) emotional intelligence includes the ability to properly perceive, evaluate and express emotions, the ability to access feelings, the ability to generate them in moments when they can support thinking, the ability to understand emotions and understand emotional knowledge, and the ability to regulate emotions to support emotional and intellectual development" [2]. The mother, a well-known researcher of this problem, points out that since the nineties of the 20th century, we have been dealing with an intensive development of works that deal with the issue of emotional competence and abilities, and thus many different concepts relating to emotional intelligence were developed during this period

<sup>A</sup> Bielsko-Biała School of Finance and Law, PhD Student, MSc, Lecturer of Bielsko-Biała School of Finance and Law, e-mail: asapinski@wsfip.edu.pl. ORCID: 0000-0002-3326-2387

<sup>B</sup> University of Bielsko-Biała, PhD in Humanistic, Lecturer of University of Bielsko-Biała, e-mail: stanislaw.ciupka@op.pl

<sup>C</sup> Bielsko-Biała School of Finance and Law, mgr, Lecturer of Bielsko-Biała School of Finance and Law, e-mail: rtomanik@wsfip.edu.pl

[3]. It is worth mentioning at this point in my deliberations the definition of emotional intelligence, which comes from D. Goleman, who has significantly contributed to the dissemination of this concept, further emphasizing that emotional intelligence is; a different kind of wisdom. According to the aforementioned researcher: “(...) emotional intelligence includes such talents as the ability to motivate and persevere in pursuing a goal in spite of failures, the ability to control and postpone the fulfilment of drives, to regulate the mood and not to give in to worries that

impair the ability to think, to feel in other people's moods and to look optimistically into the future” [4]. What is important for the proper development of a manager is his attention that, first of all, emotional intelligence must be developed throughout life, and secondly, that it is necessary to establish proper contacts with other people, co-workers, to initiate conversations, to react properly to the emotions of others, it is a basic skill, needed in leading other people, as well as in solving disputes and conducting mediation [2].

## Results and discussion

### 1. Security manager and cultural reality – theoretical analysis background

A particularly important competence for global and international managers in the field of security, who first have to adapt to a new environment by immersing themselves in new customs or traditions. Then the manager must be able to control his or her emotions, such as anger, joy or irritation. Often in foreign cultures there are issues, for them “natural”, which in other cultures can cause excessive anger or even hatred. An example can be the moment when a young Western European manager meets an Arabic, a very mature colleague of several years old. In this case, the Western European manager may have negative feelings, but he must control his emotions so as not to offend the colleague. However, the definition has two members and so, in this case the Arab businessman must also be able to control his emotions, e.g. revulsion because the young Western European manager does not have a single wife because he is homosexual. This example shows that emotional intelligence helps not only to understand the other person's emotional sphere, but also to manage his or her emotions skillfully and intelligently in order to achieve the greatest possible benefits for his or her actions. We believe that culture is only one of many factors that influence a manager's emotional stimulation. I have paid attention to culture because changes in the emotional state are usually caused by a conflict of values, and

culture is a certain material state, as well as not material, that was created by people in a given area [6]. Thus, culture is an aggregation of certain values that shape the everyday life of people living in the territories affected by it. Man is by nature connected with his roots and the culture that shapes his way of thinking, lifestyle or worldview. All values that a given person represents are interspersed with streams of emotions. It can be said that a lot depends on the type of personality of a given manager. If a manager is a damn fool then he or she will be very impulsive and will have trouble controlling the stream of emotions such as anger, fear, loathing. In contrast, a security manager who would be a melancholic (We believe that nowadays a few people in management positions have a phlegmatic or melancholic personality type, but for theoretical purposes it is worth to give such an example to reach the right conclusions) will have trouble controlling such emotions as fear, sadness, despair. Nowadays it does not often happen that a manager is an extreme melancholic or damn. The security manager himself or herself, as a person with responsibility and a broad spectrum of views on the activities coordinating the security status of the facility or the crew, must have a clear thinking and judgment that is supported by emotional intelligence.

### 2. Emotional intelligence and the work of a security manager in a modern cultural environment

The previous section presents selected theoretical issues concerning emotional intelligence. The practical application of emotional intelligence in a manager's work is not only to control emotions, but also to use the other person's emotions [7] cunningly to achieve a goal. Due to the wide range of human emotions, we can talk about numerous functions of emotional intelligence, which cannot be described all in a short test. On the basis of the literature [2] and own observations, the following functions can be given, even though there is no functional triangle in this area yet, we propose after Goleman [8]:

1. **the protective function** that emotional intelligence performs is certainly the most complete illustration of the influence of the emotional sphere on the development of a situation in a team [9]. The most basic set of emotions, which in a sense protect the manager from negative effects of bad decisions are e.g. fear, anxiety, anger. These emotions give or make impossible, in the flood of the situation, a certain impulse to act. It seems appropriate here to say that properly managed emotions can protect us from the unpleasant consequences. An example can be a situation in which a middle-level manager receiving an e-mail with content that negates the actions of the management board in a way that is not entirely true, does not respond to it and does not negate the actions of the company's management board, as the author of the e-mail did, who intentionally wanted to discredit the described middle-level manager. The phrase that the best form of defence is attack is often quoted. This principle works to a large extent also in professional work, not only of the manager, but also of the employee. An example illustrating this statement may be a situation in which an undecided group of employees plans a silent verbal attack on their superior during a department meeting. A weak group of employees, divided by disputes over various industry issues on a daily basis, is a weak opponent and an experienced manager is able to see, through the analysis of their behaviour, that not everything is OK. Therefore, a conscious manager who can control his or her emotions

can deliberately launch an attack on the employees during the meeting, but in such a way that when he or she reaches an advantage over a group of employees, he or she can stop with anger. The protective function of emotional intelligence requires an efficient combination of social competences, such as active listening, case analysis or independence with emotional management. If these basic components are preserved, a manager "playing" on his or her emotions and those of others can provide an advantage over his or her "opponents";

2. **the creative function** is the reflection of emotional intelligence, which gives vent to positive emotions, such as: joy, satisfaction, love. The creative side of emotional intelligence allows the manager to solve difficult situations, in which knowing one's emotions can also recognize others and, through positive emotional support, lead the employee out of a negative emotional state. A manager can give advice, build friendly relations at work, open up and tell others about his or her emotions towards them or unusual situations that put him or her in a state of emotional unrest [10]. An example can be the empathic behaviour of a manager who, in a difficult life situation of an employee, can understand his situation, "feel" what he is experiencing. In this way, the manager will be able to lead a good employee out of the crisis and continue to use his knowledge and experience;

3. **the motivating and adaptive function** is most evident in moments of spontaneous approach to what is new. One can say that the mechanism of operation is similar to the protective function. An example of an action can be when a manager, through a spontaneous approach to change, to restructure, "infects" his employees with this enthusiasm, or more precisely, it stimulates their enthusiasm for action and thus increases the chance of success in implementing change.

These three functions are only aggregates from which new ones could be created. However, it is not about quantity but about quality. It is important in this work to illustrate that emotional intelligence is a "second mind". Emotional intelligence is much more than just

methods, some kind of strategies to help us identify and deal with our emotions. A manager is, above all, a person who strives to build a genuine emotional awareness that will allow him or her to build a solid relationship with respectful employees. A well-formed emotional intelligence will allow him to become a more self-confident personality, capable of success, a personality that is happy and that infects others, including those who work with him in business. Properly formed in him emotional intelligence allows, to a significant extent, to improve the quality of life, the quality of his relationships with other people increases his productivity in the workplace. Emotional awareness and its skilful application in everyday life is a key aspect to improve one's social and personal reality. We are aware of the fact that in our society we often encounter insensitivity to counting our own and others' emotions, and this translates into the atmosphere we have to live and work in. In business, economic activity, in some extent, success is achieved by anaesthetized people, who are forced to work in large, heartless organizations, in corporations, which are often led by cold leaders, constantly increasing pressure to achieve more and more efficiency in work processes. How many times there is a tendency in employee arrangements to camouflage their emotions. How often do we encounter pressure to conceal our emotions and, in this respect, to be correct, someone who knows how to behave well. Meanwhile, the researcher D.Goldman we have already mentioned, D.Goldman, has repeatedly reminded us that emotional intelligence finds or should find a meaningful place in the work environment, because it allows to build the right social harmony and a sense of life satisfaction, so important in shaping the right atmosphere in business. I realize that the overall idea of working in modern society is subject to constant, rapid changes. It is no longer uncommon for the market of short-term employment contracts (gig economy) to

perform work for man by robots, machines. Experts in these new trends on the labour market stress that technical knowledge will have to give way to increasing personal and interpersonal skills, and this situation forces managers to have correct emotional intelligence. Properly developed emotional intelligence in the work environment will, according to many experts, enable the following skills to be developed:

1. self-awareness, i.e. the ability to recognize one's own emotions, as well as those of others, at any time. It will be easier for a manager to gain awareness of his or her own strengths, as well as of his or her own limitations, and especially to believe in his or her own strength;

2. self-regulation, which consists in the ability to control oneself, especially in difficult, critical moments. Additionally, such a personality appears to other people who work with it in production processes as an honest and coherent personality. Moreover, a manager with this ability has an easy ability to adapt to new situations, is flexible and responds well to changes in the company.

I would like to make one more remark, Well, the manager, as this is what we basically deal with in this article, should develop in himself the ability to consciously regulate his emotions. This is the highest level of emotional intelligence. This ability is based on the individual's openness to others and his or her own emotions. It is a conscious analysis of the emotions that shape me at this moment, which I experience at this moment. He/she is able to accept and accept both pleasant and unpleasant emotions at this point, consciously monitoring emotions in relation to himself/herself and others, mitigating negative emotions and strengthening the positive ones. Thanks to this ability an individual can consciously manage his or her emotions according to his or her needs and expectations [7].

## Conclusions

Emotional intelligence in a manager's professional life is the "second hand" of his life – the first is reason and logical thinking. The determinant of a manager's emotional intelligence can be the way he deals with interpersonal relationships. Reason and logic help to understand the world and the laws that govern it, but it is emotional intelligence that gives us the tools to deal with stressful situations more easily, to establish contacts e.g. by introducing humorous elements to a conversation, to reduce irritation or frustration by controlling your emotions. Well-trained emotional intelligence allows us to anticipate certain situations that may upset employees or at least embarrass them. A manager's emotional intelligence can result in improved employee performance by listening to their needs and taking an empathic attitude to meet their needs, which are important from a work point of view. A well-developed manager's emotional intelligence can also result in the manager being

able to see individual serial workers with potential who can make better use of their skills in another position. As we wrote at the beginning, emotional intelligence gives a chance for better intergroup communication among employees and for better social communication results. A manager who knows his or her emotions and analyses the emotions of others will be able to prepare a media campaign well, because he or she will design a universal message that will reach the masses. In order to efficiently manage a team of specialists with different types of personality, a manager must use this "hand" which is emotional intelligence because otherwise he or she may be accused of bias, favouritism or even incompetence. Good cooperation starts where there is agreement, you have to listen to others to reach agreement. Emotional intelligence is the intellectual support of a manager's work that opens him up to others, and as it was written in the introduction, openness is the basis of managerial work.

## References

1. woroniecka.com
2. Goleman, D. (2007): *Inteligencja emocjonalna*, Media Rodzina: Poznań, pp. 12-19
3. Matczak A. (2007): *Rola inteligencji emocjonalnej*, [in:] *Studia Psychologiczne*, t.45, pp. 9-17
4. Juda E. (2017): Psychologiczne koncepcje inteligencji emocjonalnej, [in:] publikacje.edu.pl/pdf/12471.pl, s.1-2
5. Filipiak, M. (1996) *Socjologia Kultury*, Wyd. UMCS: Lublin, pp.161-167
6. Rembowski, J. (1989): *Empatia: Studium psychologiczne*, PWN, Warszawa, p. 62
7. Salovey, P., Sluyter, D. J. (1999): *Rozwój emocjonalny a inteligencja emocjonalna*, Rebis, Poznań, p. 34.
8. kadry.abc.com.pl
9. Grabowiec. P. (2013): *Znaczenie inteligencji emocjonalnej w pracy nauczyciela*, [in:] *Edukacja Humanistyczna*, WSHTWP, Szczecin, pp.59-63